



Health Services
LOS ANGELES COUNTY

**Los Angeles County
Board of Supervisors**

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Second District

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John F. Schunhoff, Ph.D.
Interim Director

Robert G. Splawn, M.D.
Interim Chief Medical Officer

313 N. Figueroa Street, Room 912
Los Angeles, CA 90012

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Fax: (213) 481-0503

www.dhs.lacounty.gov

*To improve health
through leadership,
service and education.*



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April 24, 2009

TO: Each Supervisor

FROM: John F. Schunhoff, Ph.D.
Interim Director

R. Splawn for JS

SUBJECT: **STATUS REPORT ON KEY INDICATORS OF PROGRESS,
HOSPITAL OPERATIONS, AND OTHER ISSUES RELATED
TO THE TRANSITION TO THE NEW LAC+USC MEDICAL
CENTER – PROGRESS REPORT #10 (Agenda Item #S-1,
April 28, 2009)**

This is to provide your Board with the bi-monthly report on the status of transitioning to the new LAC+USC Medical Center (LAC+USC). This report is the full monthly operational report with trends to include the period of March 2009.

Census Trending (ADC includes Psychiatric & Newborn Patients)

The Average Daily Census (ADC) for the month of March 2009 was 572 out of 671 licensed beds, an estimated 83% utilization rate (85% occupancy). This is an increase from an ADC of 563 for February 2009. The census for Medical/Surgical units was an estimated 94% utilization rate (96% occupancy) for March 2009.

Diversion Data

ED saturation diversion averaged 55% for the month of March 2009 which is a slight increase from the month of February 2009 which was 52%.

Emergency Department

LAC+USC is targeted to begin implementing the ED Surge Plan on April 21, 2009. The Surge Plan is a unit by unit specific plan and has been revised to reflect the footprint of the new facility. The Department reported in Progress Report Update #9 that a component of the highest levels of crowding would be temporarily admitting patients to inpatient hallways during peak levels of ED volume. After re-evaluation of the ED Surge Plan, DHS will implement other available options to address potential surge at the facility.

If you have any questions or need additional information, please contact me or Carol Meyer, Interim Chief Network Officer at (213) 240-8370.

JFS:CM:pm
811:003

Attachments

c: Chief Executive Officer
County Counsel
Executive Officer, Board of Supervisors

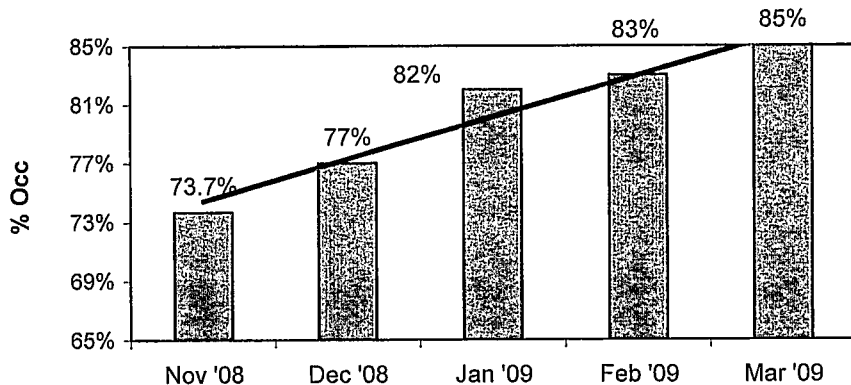
LAC+USC Medical Center
Operational Monitoring Report
Reporting Period – March 2009

Indicator	Definition	Data	Comments																																								
Indicator #1 – Trends in Average Daily Census and Hospital Operations Metrics																																											
1a. Average Daily Census (ADC)	<p>ADC: A measure of the total number of inpatients occupying licensed beds on a daily basis reported as the arithmetic mean.</p> <p>Calculation: Total number of admitted inpatients at 12:00 AM midnight daily, summed over the month and divided by the total number of days in the month.</p> <p>Source of Data: Affinity</p>	<div><p>ADC</p><table><thead><tr><th>Month</th><th>ADC</th></tr></thead><tbody><tr><td>Oct '06</td><td>637</td></tr><tr><td>Dec '06</td><td>598</td></tr><tr><td>Feb '07</td><td>623</td></tr><tr><td>Apr '07</td><td>612</td></tr><tr><td>Jun '07</td><td>605</td></tr><tr><td>Aug '07</td><td>625.5</td></tr><tr><td>Oct '07</td><td>623</td></tr><tr><td>Dec '07</td><td>590</td></tr><tr><td>Feb '08</td><td>609</td></tr><tr><td>Apr '08</td><td>605</td></tr><tr><td>Jun '08</td><td>583</td></tr><tr><td>Aug '08</td><td>611</td></tr><tr><td>Oct '08</td><td>578</td></tr><tr><td>Dec '08</td><td>596</td></tr><tr><td>Feb '09</td><td>491</td></tr><tr><td>Apr '09</td><td>525</td></tr><tr><td>Jun '09</td><td>551</td></tr><tr><td>Aug '09</td><td>563</td></tr><tr><td>Oct '09</td><td>572</td></tr></tbody></table></div> <p>Note: Average Daily Census number reported includes Medical Center + Psych + Newborns Census.</p> <td>ADC provided as background information.</td>	Month	ADC	Oct '06	637	Dec '06	598	Feb '07	623	Apr '07	612	Jun '07	605	Aug '07	625.5	Oct '07	623	Dec '07	590	Feb '08	609	Apr '08	605	Jun '08	583	Aug '08	611	Oct '08	578	Dec '08	596	Feb '09	491	Apr '09	525	Jun '09	551	Aug '09	563	Oct '09	572	ADC provided as background information.
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LAC+USC Medical Center
Operational Monitoring Report
Reporting Period – March 2009

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1b. Occupancy Rate LAC+USC Medical Center	<p>Definition: A measure of the usage of the licensed beds during the reporting period that is derived by dividing the patient days in the reporting period by the licensed bed days in the reporting period.</p> <p>Calculation: The total number of admitted inpatients at 12:00 AM midnight, including women in labor, may include normal newborns and psychiatric inpatients divided by licensed or budgeted beds.</p> <p>Source of Data: Affinity</p> <p>Target: 95%</p>	<p>1. Medical Center Licensed Occupancy Rate (excluding Newborns) = Med Center Census – Newborns / 600</p> <p>Med Center Census – Newborns / 600</p> <table border="1"><thead><tr><th>Month</th><th>% Occ</th></tr></thead><tbody><tr><td>Nov '08</td><td>72%</td></tr><tr><td>Dec '08</td><td>77%</td></tr><tr><td>Jan '09</td><td>80%</td></tr><tr><td>Feb '09</td><td>83%</td></tr><tr><td>Mar '09</td><td>84%</td></tr></tbody></table> <p>2. Medical Center Licensed Occupancy Rate (including Newborns) = Med Center Census + Newborns / 600</p> <p>Med Center Census + Newborns / 600</p> <table border="1"><thead><tr><th>Month</th><th>% Occ</th></tr></thead><tbody><tr><td>Nov '08</td><td>73%</td></tr><tr><td>Dec '08</td><td>78%</td></tr><tr><td>Jan '09</td><td>82%</td></tr><tr><td>Feb '09</td><td>84%</td></tr><tr><td>Mar '09</td><td>85%</td></tr></tbody></table>	Month	% Occ	Nov '08	72%	Dec '08	77%	Jan '09	80%	Feb '09	83%	Mar '09	84%	Month	% Occ	Nov '08	73%	Dec '08	78%	Jan '09	82%	Feb '09	84%	Mar '09	85%	For comparison, occupancy rates reported in the old facility were reported including newborns and were based on budgeted beds.
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LAC+USC Medical Center
Operational Monitoring Report
Reporting Period – March 2009

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		<div>3. Healthcare Network Budgeted Occupancy Med Center Census + Newborns + Psych Hosp Census / 671</div> <div>Med Center Census + Newborns + Psych Hosp Census / 671</div> <div><table><caption>Healthcare Network Budgeted Occupancy Data</caption><thead><tr><th>Month</th><th>% Occ</th></tr></thead><tbody><tr><td>Nov '08</td><td>73.7%</td></tr><tr><td>Dec '08</td><td>77%</td></tr><tr><td>Jan '09</td><td>82%</td></tr><tr><td>Feb '09</td><td>83%</td></tr><tr><td>Mar '09</td><td>85%</td></tr></tbody></table></div> <div>Medical Center = New Facility</div> <div>Healthcare Network = New Facility + Psychiatric Hospitals</div>	Month	% Occ	Nov '08	73.7%	Dec '08	77%	Jan '09	82%	Feb '09	83%	Mar '09	85%	
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LAC+USC Medical Center
Operational Monitoring Report
Reporting Period – March 2009

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Indicator #2 - Emergency Department Metrics			
2a. Median Emergency Department Boarding Time (EDBT) <			

LAC+USC Medical Center
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Reporting Period – March 2009

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		<div><p>Median Boarding Time (Adult)*</p><table><thead><tr><th>Date</th><th>Median Boarding Time (hrs:min)</th></tr></thead><tbody><tr><td>Oct '06</td><td>4:34</td></tr><tr><td>Dec '06</td><td>5:21</td></tr><tr><td>Feb '07</td><td>3:43</td></tr><tr><td>Apr '07</td><td>3:37</td></tr><tr><td>Jun '07</td><td>3:43</td></tr><tr><td>Aug '07</td><td>5:00</td></tr><tr><td>Oct '07</td><td>5:00</td></tr><tr><td>Dec '07</td><td>4:25</td></tr><tr><td>Feb '08</td><td>3:45</td></tr><tr><td>Apr '08</td><td>3:40</td></tr><tr><td>Jun '08</td><td>4:46</td></tr><tr><td>Aug '08</td><td>4:26</td></tr><tr><td>Oct '08</td><td>3:21</td></tr><tr><td>Dec '08</td><td>4:00</td></tr><tr><td>Feb '09</td><td>3:22</td></tr><tr><td>Apr '09</td><td>2:43</td></tr><tr><td>Jun '09</td><td>2:34</td></tr><tr><td>Aug '09</td><td>2:58</td></tr><tr><td>Oct '09</td><td>4:42</td></tr><tr><td>Dec '09</td><td>4:58</td></tr><tr><td>Feb '10</td><td>5:18</td></tr><tr><td>Apr '10</td><td>5:22</td></tr><tr><td>Jun '10</td><td>6:06</td></tr></tbody></table></div> <p>March '09 data is Preliminary data</p>	Date	Median Boarding Time (hrs:min)	Oct '06	4:34	Dec '06	5:21	Feb '07	3:43	Apr '07	3:37	Jun '07	3:43	Aug '07	5:00	Oct '07	5:00	Dec '07	4:25	Feb '08	3:45	Apr '08	3:40	Jun '08	4:46	Aug '08	4:26	Oct '08	3:21	Dec '08	4:00	Feb '09	3:22	Apr '09	2:43	Jun '09	2:34	Aug '09	2:58	Oct '09	4:42	Dec '09	4:58	Feb '10	5:18	Apr '10	5:22	Jun '10	6:06	
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LAC+USC Medical Center
Operational Monitoring Report
Reporting Period – March 2009

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2b. ED Wait Time	<p>ED Wait Time: Measured from time patient is triaged to time patient is either admitted or discharged reported as an arithmetic mean.</p> <p>Definition: Sum of all wait time values during the monthly reporting period divided by the total number of values.</p> <p>Source of Data: Affinity</p> <p>Target: No target value. Lower numbers are better.</p>	<p style="text-align: center;">ED Wait Time</p> <table border="1"> <thead> <tr> <th></th><th>Adult</th><th>Peds</th><th>Total</th></tr> </thead> <tbody> <tr> <td>Nov '08</td><td>10:36</td><td>3:18</td><td>10:30</td></tr> <tr> <td>Dec '08</td><td>11:07</td><td>2:53</td><td>09:36</td></tr> <tr> <td>Jan '09</td><td>12:20</td><td>3:20</td><td>10:41</td></tr> <tr> <td>Feb '09</td><td>10:54</td><td>3:31</td><td>9:19</td></tr> <tr> <td>Mar '09</td><td>10:18</td><td>3:18</td><td>12:12</td></tr> </tbody> </table> <p>Adult Wait Time : *Excludes Psych, Pediatric, Observation Unit, and Jail patients</p> <p>Total ED Wait time: *Excludes Psych, Observation Unit, and Jail</p> <p>March '09 data is Preliminary data</p>		Adult	Peds	Total	Nov '08	10:36	3:18	10:30	Dec '08	11:07	2:53	09:36	Jan '09	12:20	3:20	10:41	Feb '09	10:54	3:31	9:19	Mar '09	10:18	3:18	12:12	
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Operational Monitoring Report
Reporting Period – March 2009

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<div>2c.</div> <div>Left Without Being Seen (LWBS)</div> <div>*Harris Rodde Indicator</div>	<div>LWBS:</div> <div>The total number of patients who left the ED without being seen by a physician reported as a percentage of all ED visits.</div> <div>Calculation:</div> <div>The total number of patients who left the ED without being seen divided by the total number of ED patient visits on a monthly basis.</div> <div>Source of Data:</div> <div>Affinity</div> <div>Target:</div> <div>No target value. Lower numbers are better.</div>	<div><div>Left Without Being Seen</div><table><thead><tr><th>Month</th><th>Number</th><th>Percent</th></tr></thead><tbody><tr><td>Oct-06</td><td>1200</td><td>10.0%</td></tr><tr><td>Nov-06</td><td>900</td><td>7.5%</td></tr><tr><td>Dec-06</td><td>850</td><td>7.0%</td></tr><tr><td>Jan-07</td><td>800</td><td>6.5%</td></tr><tr><td>Feb-07</td><td>850</td><td>7.0%</td></tr><tr><td>Mar-07</td><td>700</td><td>5.5%</td></tr><tr><td>Apr-07</td><td>750</td><td>6.0%</td></tr><tr><td>May-07</td><td>700</td><td>5.5%</td></tr><tr><td>Jun-07</td><td>900</td><td>7.5%</td></tr><tr><td>Jul-07</td><td>1100</td><td>9.0%</td></tr><tr><td>Aug-07</td><td>1100</td><td>9.0%</td></tr><tr><td>Sep-07</td><td>900</td><td>7.5%</td></tr><tr><td>Oct-07</td><td>1100</td><td>8.5%</td></tr><tr><td>Nov-07</td><td>700</td><td>5.5%</td></tr><tr><td>Dec-07</td><td>850</td><td>7.0%</td></tr><tr><td>Jan-08</td><td>1100</td><td>9.0%</td></tr><tr><td>Feb-08</td><td>1050</td><td>8.5%</td></tr><tr><td>Mar-08</td><td>1050</td><td>8.5%</td></tr><tr><td>Apr-08</td><td>550</td><td>4.5%</td></tr><tr><td>May-08</td><td>700</td><td>6.0%</td></tr><tr><td>Jun-08</td><td>850</td><td>7.5%</td></tr><tr><td>Jul-08</td><td>900</td><td>8.0%</td></tr><tr><td>Aug-08</td><td>900</td><td>8.0%</td></tr><tr><td>Sep-08</td><td>1100</td><td>9.0%</td></tr><tr><td>Oct-08</td><td>1150</td><td>9.5%</td></tr><tr><td>Nov-08</td><td>1400</td><td>12.0%</td></tr><tr><td>Dec-08</td><td>1900</td><td>16.0%</td></tr><tr><td>Jan-09</td><td>1400</td><td>12.0%</td></tr><tr><td>Feb-09</td><td>1850</td><td>15.0%</td></tr><tr><td>Mar-09</td><td>1850</td><td>15.0%</td></tr></tbody></table></div> <div>March '09 data is Preliminary data</div>	Month	Number	Percent	Oct-06	1200	10.0%	Nov-06	900	7.5%	Dec-06	850	7.0%	Jan-07	800	6.5%	Feb-07	850	7.0%	Mar-07	700	5.5%	Apr-07	750	6.0%	May-07	700	5.5%	Jun-07	900	7.5%	Jul-07	1100	9.0%	Aug-07	1100	9.0%	Sep-07	900	7.5%	Oct-07	1100	8.5%	Nov-07	700	5.5%	Dec-07	850	7.0%	Jan-08	1100	9.0%	Feb-08	1050	8.5%	Mar-08	1050	8.5%	Apr-08	550	4.5%	May-08	700	6.0%	Jun-08	850	7.5%	Jul-08	900	8.0%	Aug-08	900	8.0%	Sep-08	1100	9.0%	Oct-08	1150	9.5%	Nov-08	1400	12.0%	Dec-08	1900	16.0%	Jan-09	1400	12.0%	Feb-09	1850	15.0%	Mar-09	1850	15.0%	
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2d. ED Diversion	<p>ED Diversion: A percentage measure of the time the ED diverts ambulance traffic away from the ED, reported as a function of the reason for diversion on a monthly basis.</p> <p>Calculation: The total number of hours of ED diversion for a specific reason divided by the total number of available hours in a month.</p> <p>Source of Data: ReddiNet</p>	<p style="text-align: center;">Diversion of ALS Units due to ED Saturation</p> <table><thead><tr><th>Month</th><th>% on Diversion</th></tr></thead><tbody><tr><td>Oct '06</td><td>49</td></tr><tr><td>Nov '06</td><td>42</td></tr><tr><td>Dec '06</td><td>31</td></tr><tr><td>Jan '07</td><td>38</td></tr><tr><td>Feb '07</td><td>45</td></tr><tr><td>Mar '07</td><td>42</td></tr><tr><td>Apr '07</td><td>38</td></tr><tr><td>May '07</td><td>31</td></tr><tr><td>Jun '07</td><td>32</td></tr><tr><td>Jul '07</td><td>34</td></tr><tr><td>Aug '07</td><td>36</td></tr><tr><td>Sep '07</td><td>28</td></tr><tr><td>Oct '07</td><td>21</td></tr><tr><td>Nov '07</td><td>21</td></tr><tr><td>Dec '07</td><td>25</td></tr><tr><td>Jan '08</td><td>52</td></tr><tr><td>Feb '08</td><td>51</td></tr><tr><td>Mar '08</td><td>51</td></tr><tr><td>Apr '08</td><td>30</td></tr><tr><td>May '08</td><td>23</td></tr><tr><td>Jun '08</td><td>25</td></tr><tr><td>Jul '08</td><td>42</td></tr><tr><td>Aug '08</td><td>40</td></tr><tr><td>Sep '08</td><td>50</td></tr><tr><td>Oct '08</td><td>51</td></tr><tr><td>Nov '08</td><td>50</td></tr><tr><td>Dec '08</td><td>40</td></tr><tr><td>Jan '09</td><td>58</td></tr><tr><td>Feb '09</td><td>52</td></tr><tr><td>Mar '09</td><td>55</td></tr></tbody></table>	Month	% on Diversion	Oct '06	49	Nov '06	42	Dec '06	31	Jan '07	38	Feb '07	45	Mar '07	42	Apr '07	38	May '07	31	Jun '07	32	Jul '07	34	Aug '07	36	Sep '07	28	Oct '07	21	Nov '07	21	Dec '07	25	Jan '08	52	Feb '08	51	Mar '08	51	Apr '08	30	May '08	23	Jun '08	25	Jul '08	42	Aug '08	40	Sep '08	50	Oct '08	51	Nov '08	50	Dec '08	40	Jan '09	58	Feb '09	52	Mar '09	55	<p>This is slightly lower than the before move diversion history which generally ranged between 50-60%.</p> <p>Key points:</p> <p>-- Diversion is for paramedic runs only; Basic Life Support ambulances still arrive.</p> <p>-- When diversion is requested but all hospitals in the area are on diversion, patients go to the closest hospital. Therefore, ambulances often arrive while "on diversion".</p>
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Sep '07	28																																																																
Oct '07	21																																																																
Nov '07	21																																																																
Dec '07	25																																																																
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Jan '09	58																																																																
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Mar '09	55																																																																
2e. Surge Report		Surge reporting suspended during move weeks. Data not available. Will provide when reinstituted.																																																															

LAC+USC Medical Center
Operational Monitoring Report
Reporting Period – March 2009

Indicator	Definition	Data	Comments		
Indicator #3 – Trends for Patient Diversions and Transfers & #4 – Transfers to Rancho Los Amigos Metrics					
3. & 4. Rancho Los Amigos Hospital (RLAH) Transfers	<p>Transfers: The volume of patients transferred to RLAH for acute hospitalization from the Emergency Department and from Inpatient Units.</p> <p>Data Source: Manual record keeping.</p> <p>Cancelled category includes patients who's condition changed leading to higher level of care or discharge home.</p>	Month of March			
		Referrals from ER:			
			Med/Surg	Acute Stroke	Total
		# Met transfer criteria	61	NA	-
		# Referred to RLAH	61	19	80
		# Transfers	32	19	51
		# Denied	1	NA	-
		# Cancelled	2	NA	-
		# Patients refused	26	NA	-
		Referrals from Inpatients:			
	Med/Surg	Acute Stroke	Total		
# Met transfer criteria	30	NA	-		
# Referred to RLAH	30	2	32		
# Transfers	24	2	26		
# Denied	2	NA	-		
# Cancelled	3	NA	-		
# Patients refused	0	NA	-		
Other /Pending	1	NA	-		

LAC+USC Medical Center
Operational Monitoring Report
Reporting Period – March 2009

Indicator	Definition	Data	Comments
Indicator #5 – Harris Rodde Indicators			
5. Average Length of Stay (ALOS) *Harris Rodde Indicator	<p>LOS: The difference between discharge date and the admission date or 1 if the 2 dates are the same.</p> <p>Total LOS:</p> <p>Calculation: ALOS is the arithmetic mean calculated by dividing the Total LOS by the Total # of discharges in the monthly reporting period, rounded off to one decimal place.</p> <p>Source of Data: Affinity</p> <p>Target: <5.5 days</p>	<p style="text-align: center;">ALOS</p> <p style="text-align: center;"> —◆— Target ALOS —□— Actual ALOS </p> <p>*Healthcare Network ALOS - Preliminary data pending Auditor-Controller validation</p>	<p>Overall trend in ALOS for the 2-year period prior to the move reduced to a low range of 4.7 – 5.5 days in 2008. Immediately prior to the move, the ALOS increased as the lower acuity patients were transferred to other facilities. This trend may continue depending on number of transfers.</p>

LAC+USC Medical Center
Operational Monitoring Report
Reporting Period – March 2009

Indicator	Definition	Data	Comments																														
Indicator #6 – Pediatric Metrics																																	
6. Pediatric Bed Census and Occupancy (%) Pediatric ICU (PICU) Neonatal ICU (NICU) Pediatric Unit Adolescent Unit	<p>Census: The total number admitted pediatric inpatients at 12:00 AM midnight of a designated pediatric ward.</p> <p>Occupancy: The total number of admitted pediatric inpatients divided by the total number of licensed beds on that unit and reported as percentage.</p> <p>Source of Data: Affinity</p>	<div><p>Pediatrics</p><table><thead><tr><th></th><th>NICU (40 Beds)</th><th>Peds Ward (25 Beds)</th><th>PICU (10 Beds)</th><th>Med/Surg Adolescent (20 Beds)</th></tr></thead><tbody><tr><td>■ Nov-08</td><td>56%</td><td>54%</td><td>50%</td><td>33%</td></tr><tr><td>□ Dec-08</td><td>52%</td><td>60%</td><td>60%</td><td>40%</td></tr><tr><td>□ Jan-09</td><td>52%</td><td>68%</td><td>70%</td><td>75%</td></tr><tr><td>□ Feb-09</td><td>50%</td><td>80%</td><td>80%</td><td>85%</td></tr><tr><td>▣ Mar-09</td><td>57%</td><td>72%</td><td>70%</td><td>80%</td></tr></tbody></table></div>		NICU (40 Beds)	Peds Ward (25 Beds)	PICU (10 Beds)	Med/Surg Adolescent (20 Beds)	■ Nov-08	56%	54%	50%	33%	□ Dec-08	52%	60%	60%	40%	□ Jan-09	52%	68%	70%	75%	□ Feb-09	50%	80%	80%	85%	▣ Mar-09	57%	72%	70%	80%	
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